# Culture of the organization: Facilitating or resistance factor to computerization?

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*Abstract— This case study was based on the clinical psychodynamics of work and aimed to analyze the influence of the organizational culture on the informatization process, as well as the subjective mobilization of managers. We conducted collective discussions with five managers of an education network in Goiás. The results indicated five traces of the culture: hierarchical rigidity, political mismanagement, lack of participation in the decision-making process, lack of acknowledgment. These factors generate experiences of pleasure of suffering for managers. Pleasure experiences highlight the freedom, agility, and precision of real time information. This limited freedom generates acceleration, alienation, and imprisonment by the organizational culture reflected on the management.*

## I. INTRODUCTION

The computerization of organizational processes can be seen as a problem of cultural change, since the success of an organization may depend on the application of a given technology. To use it, the organization must develop work strategies and methodologies, in addition to redefining very ingrained cultural elements, aiming at its implementation (Santos, 2016).

The increasing ease of access to technology makes innovation a constant challenge.

According to the production models proposed in contemporary society, organizations must be able to replace the knowledge that has become obsolete and develop ways to manage change. They must learn to develop new knowledge through ideals of continuous improvement of their activities; of creating new applications based on their own successes, and of continuously innovating in an organized way (Santos et al, 2014).

The history of computer science in Brazil has been little discussed in academic spaces. However, some dissertations and theses have built a detailed work on this discussion, such as Mendes (2013) and Tavares (2001).

There are also some articles, such as those by Valente (2003), Teruya (2009), Tomaz (2005), and Barreto (2004, 2013), which analyze how information technology began to acquire space when it extends to a large number of individuals, who can access it daily by using it as a source of information. The transformations that have occurred throughout history, whether technological or organizational, were not based on the assumptions of the centrality of work and its importance for the development of subjects, institutions, and culture.

Several factors influence the success or failure of processes computerization initiatives in institutions. Authors such as Ajmal et al. (2010), Liu (2011), and Braquelais et al. (2017) concluded in their studies that the critical success factors of organizational computerization are mainly determined by cultural factors, in terms of their values, because these often point to corporate identity.

Technological revolutions, bypassing through traditional dimensions to social values in the organization, have gained renewed interest in the theme of organizational culture. Such transformations generate insecurity and build symbolic dimensions in organizations (Gajanigo & Souza, 2014). The contemporary management model is intended to

eradicate the values and knowledge of work by intending to increase profitability, even if degrading the quality of work and, more often than not, of the product or service itself (Macêdo et al., 2016).

Because it is a vital element in the life of an individual in society, numerous failures have as a direct consequence the lack of sensitivity not to take into account the cultural reality in which workers are inserted. Culture is one of the most important influences of society on individuals (Oliveira, 2016).

For the constitution of organizational strategies, organizational culture is an essential concept. It is not a static construction; it is dynamic and, in part, constructed and reconstructed by social actors in presence, in the perspective that social reality is subjective. (Bilhim & Correia 2016). Culture assumes the role of legitimizing the value system, expressed through rituals, myths, habits, and beliefs common to the members of an organization, which thus produce norms of behavior generally accepted by all (Macêdo, 2018).

Contemporary research presents results in which organizational culture has implications on innovation (Faria & Fonseca, 2014), people management policies practiced in organizations (Santos et al., 2016), the degree of concern of organizations with their social/environmental responsibility, and the very management of knowledge in organizations (Angeloni & Grotto, 2009).

The focus on continuous learning in the culture of public and private companies in Brazil, and its consequences on employee attitudes and behaviors, is a theme not yet explored in this field of knowledge (Cavazotte, Moreno Jr. & Turano, 2015).

Expanding the aspect of subjectivity in culture, authors such as Dejours (2012) Macêdo (2015, 2016, 2018) Santos and Macêdo (2018) have presented the issue of the dichotomy of pleasure and suffering at work, identifying factors in interpersonal relationships and organizational culture. Experiences of suffering are evidenced associated with the way the work organization is constituted.

The present study presented in this article considered the importance of understanding the values that guide organizational policies and structure in this process. We sought to contribute to the theme examined through the psychodynamics of the work, a method adopted for the application and analysis of this research.

The psychodynamic approach of the work allowed analyzing the implications of computerization processes in the organization, and culture is an evidenced element that facilitates or resistance. According to Dejours (2015), the constitution of collective spaces makes it possible to broaden the perception of itself, favoring its emancipation process and the consequent intervention in what the group identifies as necessary to improve the organization of work.

In this sense, this article is intended to answer the question: how is the implementation of computerized processes influenced by organizational culture?

## II. METHODOLOGICAL DESIGN OF THE STUDY

The psychodynamics of work uses a specific method that is based on the principles of action research. Its premise is that the universe of the subjects' meanings can only be understood and analyzed psychodynamically when the subjectivity at work is investigated, resulting from the mutual influence between the worker and his work context.

The following steps are proposed according to the method used: pre-research, research, demand analysis, analysis of poll material, clinical observation, interpretation, validation, and refutation.

### Field for data collection

The research was carried out in a network of educational institution that promotes higher education and technology in Goiás.

### Participants

The criterion for the composition of the group of participants in this study was intentional, having been elected the manager category. At the time of the study, the institution had 33 managers in its staff, all of which had graduated and had graduated.

Twenty-nine managers were invited, according to the criteria adopted for this study: having ten years of employment; have a working regime of forty hours per week and exclusive dedication; belong to the staff of effective managers in the institution and have an interest in participating in the research. Of these, fifteen accepted the invitation, and individual interviews were conducted in order to meet the criterion of demand constitution, as established in the pre-research phase.

After this phase, the demand was constituted that indicated the possibility of performing the work clinic, proposed by Dejours (2015). Five fortnightly meetings were held for collective discussion, with the spontaneous participation of five managers, characterizing the research phase itself. After this phase, the demand was constituted that indicated the possibility of performing the work clinic, proposed by Dejours (2015). Five fortnightly meetings were held for collective discussion, with the spontaneous participation of five managers, characterizing the research phase itself.

All participants emphasized that they did not have

the role of manager until the position of the position and did not receive training to assume the management positions, developing the skills necessary for management with practice and experience. They also reported that they sought to train themselves in improvement courses on their own initiative, but with funding from the institution. Of the participants of the collective discussion space, three had the first opportunity for effective work at the institution, being there until now.

The justification presented for the non-participation of the other guests to the research was due to the difficulty due to agenda conflict or distance between municipalities. However, all invited participants justified the absence by telephone or electronic means, praised the initiative, and considered the research theme relevant, reinforcing the demand presented.

## III. PROCEDURES

In the pre-research stage, as recommended by the theory, the institution was asked to accept and support the activity, making it possible to access formal and formal institutions, visits and meetings with the workers (strategies for approximation of the research collective) in which the workers were selected according to the availability to volunteer to the research.

A documental analysis was carried out, consisting of the institution's historical memorial, norms and rules, institutional evaluation and management reports, produced by the Human Resources Management, aiming at the analysis of the work organization.

Analysis of organizational diagnosis and individual interviews with fifteen managers, lasting approximately one hour, pointed out data on work organization, subjective mobilization and work-related defenses.

The space of collective discussion with the managers was coordinated by a pair of clinical-researchers and a controlling collective was established to perform the interpretative exchanges of the field diary, which served to constitute the memorial of the sessions. The meetings between the pair of research clinics and the control collective were held periodically.

The analysis and interpretations of the work situations given by the researchers and workers ensured the validity of the collected material, as a group of researchers who permanently confront the content of the sessions with each other and with the group of workers at the time of the research participated in this study.

The research was carried out in the organization itself. The dates for the meetings occurred in a place chosen by the workers themselves, during the working day, at possible intervals of periodicity, according to the specificities of the work.

The proposal also involved observing how work is organized in the institution, as well as its effects and consequences on the psyche of workers. As the focus was on collective formulations, there did not impede that, from one meeting to another, there was variation in the participation of the constituent elements of the group, often by demands and particularities of the work itself.

The participants' consent was obtained, with the guarantee of the preservation of privacy and use of their data specifically for this research, through a free and informed consent form submitted to the Research Ethics Committee, and the participant is free to refuse to participate, withdraw his consent or interrupt participation at any time.

From trigger questions, the discussions began, and comments from the participants triggered by the interpretation of the researchers gave rise to new reports and comments. The discussion of the experiences of pleasure-suffering derived from the dynamics of work situations was constructed throughout the sessions.

The principle that organizes reflection during research is the discussion about difficulties at work, that is, real work situations. Throughout the discussion, it is necessary to understand how real work is and how the subjective experiences of workers are organized to account for the real.

## IV. RESULTS

Based on the psychodynamics of work, when analyzing how computerized work is organized and its implications on workers, cultural elements considered important for the organizational development in which technology is inserted were identified. The results are presented below and the computerization of the processes in the institution is discussed, considering the categories proposed for this study, defined a priori: **Category 1 -** Organizational culture and management; **Category 2** - The experiences of pleasure and suffering; **Category 3** - The strategies for coping with suffering from work.

### Category 1 - Organizational culture and management

Relevant aspects of the culture of the researched institution, according to analyses, generate factors of suffering and illness to workers related to the computerization process.

The space of collective discussion as a proposal of the action research of this work has unseen implications between the insertion of the computerization of

organizational processes and the dominant culture, by identifying the reactions resulting from the active actors in

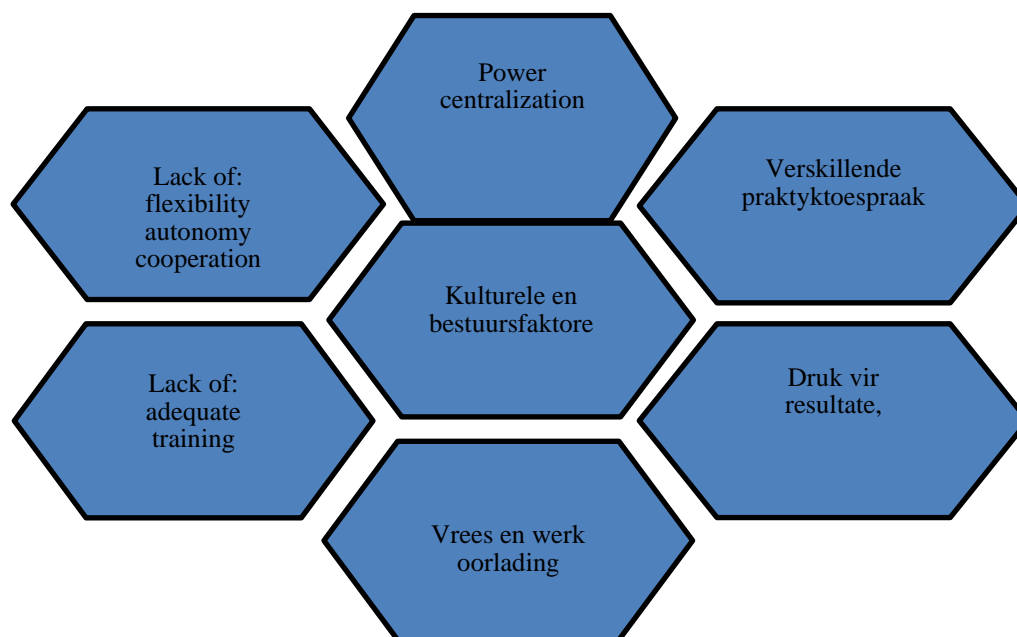the process. The results were condensed in **Figure 1**.



*Fig.1: Emerging cultural and management factors in research*

According to the analyses, the lack of involvement of the departments and units of the institution in the acquisition or development of computerized programs, being to decisions based on political and centralized factors, produce conflicts between departments and units, which proved to be an indicator of high turnover.

Five traces of culture in the researched organization prevailed: hierarchical rigidity, political interference,

centralization of information, lack of participation in decisions, and non-recognition. The analyses of the experiences of the managers reflect the context of computerized work, elements of the institution's culture highlighted in the Framework.

Chart 1:

*Table 1: Indicative reports of cultural elements*

| Emerging themes | Excerpt from the participants' speech |
|---|---|
| Lack of flexibility  Power centralization Lack of autonomy Different practice speech  Lack of cooperation Pressure for results  Fear  Work overload | [...] we have a centralizing management profile, because we have audits, the Court of Auditors [...] some things that make us insecure. "[...] here we have to adapt our activities to controls, and this is terrible, [...]". S1 |
| | [...] it is centralizing, we are afraid to give information, or someone or some who do not take the information, saying that it is true if it is not given by the manager, then it bothers me [...]. [...] it bothers me [...]. S2 |
| | [...] we do not know much to deal with conflict, we have a lot of difficulty, so in groups, to deal with professional conflicts. So it turns out, how do we deal with it? [...] it's not because we don't want to do it, we have difficulty doing [...] we're trying to get stone milk [...]. S3 |
| | [...] sometimes you attack? [...] it's not assaulting, you can't question, you can't ask, you can't say "no, I don't agree. S4 |
| | [...] if I need in the area of it [...], for example, and there is an area that the hierarchy is extremely [...] glaring, I can not pass this information without my manager [...] validate, for example, and I deal a lot with information and I need for now, because I have to meet something usually at the last minute and I suffer many times with it. S5 |

> [...] it's one thing for me to have 200 employees for 5,000 enrollments and it's another thing to have 150 employees for 15,000 enrollments [...] a lot of difference in terms of pace [...]". [...] production collection, agility [...], in the last five years increased all controls and we doubled the production [...]. S1.

These cultural factors are identified to prove the studies of Ajmal et al. (2010), which point to various influences for the success or failure of process computerization initiatives in institutions and conclude that the lack of incentives and the absence of adequate information system are the most significant barriers.

Even after 60 years of existence in the market and 40 years after starting the process of computerization, there are still non-computerized processes in the institution. Until the time of the research, which occurred in 2015, there was no online payment of slips in schools and did not accept cards, procedures that, at the time, we're in the implementation phase. It can be related to the fact that the senior management of the research field does not use computerized processes, and these are the responsibility of the middle management and other workers.

The lack of training to perform computerized activities in the organization of work was marked. Do not attentive to the fact that each computerized program has its peculiarity and needs training. However, as a mandatory requirement to be admitted to the institution, proof of computer knowledge is required for all positions.

The basic knowledge in informatics is presented to the institution studied as a satisfactory item for the operation of computerized systems, which causes errors in the processes and indicates factors related to turnover. In addition to the importance of having adequate training, it is important to promote a space for collective discussion with those who operate computerized processes, to identify the difficulties that cause factors of suffering in employees, as well as possibilities for improvement.

The effective workers, as well as the new ones, learn the computerized systems in the daily practice of activities, and the orientation is to go "doing until learning", "lift the ass of the chair and run after", according to reports experienced. The belief that, if the worker knows computer science, learns the program alone, appears as a cultural element of the institution, which legitimizes values and produces norms of behavior.

**Category 2 - Experiences of pleasure and suffering**

The feeling of valorization and recognition produces, in the worker, pleased with their work, enabling the construction of creative arrangements in the organization of their daily activities, through which they feel accepted and valued by what they do and produce individually and collectively (Macêdo, 2015). Suffering can both assume a role as a mobilizer of the subject's health since it helps him to think critically about his work, as it can be an instrument used to increase productivity and to alienate the subject (Dejours, 1996).

Among the questions raised by the participants, the contradictions presented between discourse and practice in the organizational management of the institution are identified as cultural elements. The referenced studies, this fragmented discourse, and the permanent internal conflict seem common among organizations.

Among the participants, ideological mediation is identified, which generates the identification between the individual and the organization, when he absorbs the ideology elaborated by the individual; psychological mediation, which allows the privileges and restrictions (coertions) imposed by the organization to become the pleasure and anguish of the people who work in it, highlighted by the identification with the positive image of the company; considered by all participants as a good company.

The experiences of pleasure related to the identification with the positive image of the company also enter into the aspect of identity evidenced in the research participants. The organization, in its economic and political reality, proposes to individuals an image of strength and power; the size of the organization, its worldwide character, its effectiveness, its objectives of conquest (profit and expansion), constitute an aggressive image of omnipotence (the world character is important in this case), which favors the projection of individual dreams of omnipotence, while maintaining the anguish that feeds them (Mendes, 2013).

Recognition, when linked to pleasure, is not limited to rewards, allowances, but also refers to the connection between the organization of identity and the social field. The interaction between the individual and the other provides the construction of this identity, coming from dynamics that imply exchange with the environment, with the historical, personal, and social context, in which the worker is inserted by implying a collective work (Mendes, 2013).

Regarding the experience of pleasure in relation to freedom at work, it is also noted that it is provided in view of the computerization of processes and the insertion of technology in the organization of work, thus promoting a

feeling of freedom (Morschel, 2013). The indicators of experience related to pleasure at work can be seen according to

Chart 2:

*Table 2: Indicators of pleasure experience at work*

| Indicators of pleasure experience | Snippets |
|---|---|
| **Freedom to perform work anywhere Collective discussion space Positive sense that the institution presents socially** | [...] is freedom, for example, I don't need to be in my job to be working, to do things, to rotate, I go to Brasilia, I work, I don't come to work [...]. S3 |
| | S2: [...] wow, when we have fun or see time go by [...]. S3: [...] ah I also didn't even see the weather, when I looked at the time I said: our [...]. if I'm a manager of a good company, I'm good. S1 |

The collective discussion spaces, carried out as suggested by Dejours (1996) provided the participants of this research with experiences of pleasure. All were unanimous in saying that they did not see the time pass and how the discussion had mobilized the meanings of the work.

The computerization of processes, while facilitating the role of the manager, also generates work overload, invited by private life, outlining a way of living in which it does not recognize the limits between working time and not work.

The high subsidies in the analyses point to a culture of lack of recognition by senior management, seeming to the participants that only what happens wrong is evidenced. Corrections to be made are mentioned, not having positive feedback in relation to work, which generates experiences of fear and the feeling of distrust perceived by all participants, as confirmed in the excerpts of Chart 3:

*Table 3: Reports of experiences of suffering*

| Experiences of suffering | Snippets |
|---|---|
| Fear and the feeling of mistrust | [...] you guys are trying to tell me something, between the lines [...]. [...] Are you filming? [...] Oh, I'll talk [...] the direction does not have the perception that we have of the schedule, a day of rest is all the time [...] and also we are not comfortable, the unit is not comfortable because a lot happens, so we have a problem [...] that happens all the time [...]. S1 |
| | [...] will sneeze on me, [...] so I wanted to say so "it's this, I'm not satisfied with the middle area", or "I'm satisfied with the middle area", what is the climate that has between the unit and the middle area, this is important for the institution to know and sometimes, and I realize the following, the terrible way that the institution is going through. Well, if the weather is bad, that evaluates that the weather is bad for us to be able to treat something, because if everything is very mixed there is no way to treat anything and the profile that we know [...] and is filming too? [...] here it comes [...]. 're? Write what I'm telling you, you're going to put everything the same japanese and we're going to look bad, and who needed to, and where you could identify, you're going to point your finger still, oh, so you need to have that closeness and I don't know what, I'm expecting it, okay? Read the questionnaire, then I was reading the questionnaire and I was thinking so, at the time that compiles this result, a percentage that lacks this, or the staff there go down the stick, it is this issue that we are living here [...]. S3 [...] yes, that's a thing of time [...]. S2 |

It is possible to perceive, in the analyses performed, an experience of suffering in relation to feelings of fear regarding exposing their opinions; pressures; work overload and invasion in private life; in addition to the lack of perception of senior management in the face of the real work of managers. The fear of incompetence is described by Dejours (1996) as coping with the irreducible lag between prescribed and real work.

The suffering of workers is exploited to increase the productive system. To achieve this, companies encourage the continuity of the vicious circle that involves nervous tension and productivity. This process takes place

so that the tenser, more aggressive, more anxious, and more fearful they are, the more workers become productive (Macêdo, 2018).

The characteristics of the work of managers in the organization generate a charge to perform the prescribed that conflicts with the actual work, with the practical experience of the activities, thus generating an experience of suffering. The elements of culture related to experiences of suffering, indicated by lack of autonomy among other elements of the organization of the work of the organization studied, can be seen in some excerpts in Chart 4:

*Table 4: Elements of culture related to experiences of suffering*

| Emerging themes | Excerpt from the participants' speech |
|---|---|
| **Lack of autonomy, excessive control, bureaucratization, work overload pressure by result.** | [...] we have to adapt our activities to controls, and this is terrible, [...] production collection, agility and you have all this ties that we have, it's terrible, it's one thing, in the last five years has increased all controls and we doubled the production [...]. [...] we spend a lot on these controls, and it is an element of stress for us [...]. S1 |
| **External and internal collections and requirements** | [...] the huge, huge responsibility [...] we get very tense [...] with the size of the responsibility, in my area [...]. this worries [...] it takes agent off the axis [...]. S2 |
| **Various authority figures in the institution** | [...], I have about four immediate bosses, so, right away [...] if he asks for something I have to go and sometimes he contradicts two other managers [...] and still has the president, [...], it's complicated [...], because sometimes I have different determinations and that someone keeps giving me different priority and with a lot of people sending it fucks you know when you can [...]. S5

[...] very boss, okay? [...] from time to time you have to have a waist set, or you burn yourself [...]. S3 |
| Do more with less | [...] it's one thing for me to have 200 employees for 5,000 enrollments and another thing is to have 150 employees for 15,000 enrollments [...] a lot of difference in terms of pace [...]. S1 |

Receiving demands from various authority figures in the institution and experiences of pressure for results in the organization of work generate feelings of self-collection. Suffering due to external and internal demands evidenced stems from pressures for results. In addition to the rapid pace of the organization, there is also difficulty in finding people you can trust. The work overload and pressure for results are also revealed by the dupinge of the number of employees and by the increase in the company's goals and demands, and the responsibility attributed to the manager is indicative of experiences of suffering (Mendes, 2013).

As for the workload and demand pressure related to this new reality, they are perceived as harmful to health by the imperative to do more in limited time, which is lived in a tense and singular way. This situation generates stress, anxiety, tension, worry, impotence, frustration, malaise, and bad mood, situations most often not framed as occupational diseases by Social Security (Macêdo et al., 2016).

The management of work also contributes to the lack of autonomy, since the way controls are viewed takes away freedom at work, making professionals hostage to the norms and taking away the right to adapt their activities according to their subjectivity.

According to Dejours (2015), it is a management model that neglects the complexity of the activity, neglects the characteristics and diversities of workers and intensifies the control of time and results, among other aspects that enhance the existence of experiences of suffering at work.

The new organizational forms require intense vertical and horizontal interaction for the acquisition of new knowledge, with organizational culture having a relevant role in sustaining these structures. The new values incorporated into the organization can be of two types: revolutionary, when antagonistic to the previous ones, which generates the destruction of symbolic elements and the redefinition of organizational practices; and gradual, when complementary (Santos, 2018).

The attitude of each subject towards technology will always depend on all the agents that condition the performance and the system of values that guide the conduct (Pires & Macêdo, 2006). It is important to analyze, in a

specific way, the attitudes of the subject and the organization towards new technologies, resulting in the impact between change and the dominant culture by identifying the reactions resulting from the active actors in the process (Tomas, 2005).

All participants presented anxiety symptoms related to work overload generated by the insertion of computerization technology, with influence on the organizational culture of doing everything very quickly: "[...] and I'm here, agonized to authorize, as if I had an obligation [...]" (S1).

The essence of an organization's culture is expressed by the way it does its business, by the way, it treats its customers and workers, by the degree of autonomy or freedom that exists in its units, and by the degree of loyalty expressed by its employees in relation to the organization (Souza et al, 2014). It represents the perceptions of managers and workers of the organization and reflects the mentality that prevails in it. For this reason, it can be affirmed that it conditions the management of workers and thus goes through a process of constant modification.

Depending on the pressures and demands to which he is subjected to performing his professional activity and the psychological resources available to face adversities, the worker may become ill. (Mendes, 2013). According to Anchieta & Cols (2011) work has a constitutive character of the identity and subjectivity of the worker.

It was understood, according to the analysis, that the institution, despite developing information systems and having it as one of its business strategies, has no specific interest in the computerization of processes. It was inserted in the context of the work without specific planning according to the need presented because of the new global context and the advances of computerization technology.

The phenomena and situations portrayed reflect the point of view of the survivors of the technological innovation process, individuals who have been able to go through a relatively long period of adaptation and may have come to perceive as personal some of the values strategically incorporated into the organizational culture, after restructuring, which has the effect of enhancing the mechanisms of domination and regulation of conflicts of the organization (Vieira, 2014).

The experiences of pleasure-suffering are considered by the psychodynamics of work as a dialectical construct and there may be a preponderance of one over the other. The work context, in its three dimensions (work organization, working conditions, and work relations), influences pleasure and suffering, which are constitutive of subjectivity at work (Mendes, 2013).

The worker expended energy, individually and collectively, in the search to account for the performance of the activity, being subject to experience pleasure and/or suffering. These are experiences that portray the meaning given to work as resulting from the interaction between subjective (subjects) and objective (work reality) conditions. By predominating experiences of suffering, workers can use coping strategies (Mendes, 2013).

**Category 3 - Coping strategies**

The application of collective mobilization strategies implies the reduction or elimination of suffering and change in the work situation in which the group shares suffering and jointly finds solutions to deal with demotivating situations (Heloani, 1996). Collective mobilization seeks to promote the predominance of experiences of pleasure through the creation of a public space of discussion, built on the basis of the mutual cooperation and trust of workers in the work environment. Thus, the context influences the strategies to be adopted and that will prevail among workers (Dejours, 2015).

Table 5 presents the synthesis of the sources of pleasure and suffering and the elements related to strategies to face suffering in the face of computerization of processes.

*Table 5: Sources of suffering and pleasure versus coping strategies*

| Computerization | | |
|---|---|---|
| **Experience of suffering** | **Experience of pleasure** | **Coping strategies** |
| Sudden system changes | Challenges | Addiction |
| Divergences with internal and external audits | Agility | Resistance |
| Lack of cooperation between computerised processes and colleagues | Ease of information | Fights |
| Lack of recognition in efforts to operate systems and solve technical problems | Speed in information | Conflicts |
| Direction of machine type | Relative autonomy and freedom | Anxieties |
| Work overload | When it is suitable for the processes | Inadequacy |
| Length of workload | | Jokes |
| Invasion in private life | | Rationalization |
| Absence of spaces for collective discussion | | Trading |
| Autocratic management | | Communication |
| | | Search for means of adequacy |
| | | Stress |
| | | Isolation |
| | | Individualism |
| | | Distrust |
| | | Fear |
| | | Psychosomatization |
| | | Submission |
| | | Take A Vacation |
| | | Resignation |

Considered as a form of coping strategy, the chistes was the one that was most evidenced in the group surveyed, both the individual and the collective. Originated from the German Witz, which mean jokes, the term jokes, was defined by Freud (1930) as a kind of escape valve of our unconscious, which uses it in a joking tone, as what he thinks. Coping strategies were also identified to deal with the institution's computerized processes, leaving the institution, asking to take a vacation, negotiating, looking for other possibilities to solve problems, hiring other services, and rationalization.

A common perception to the members of the organization in relation to work in the position of the Brazilian worker in the face of the new challenges imposed by technology. As an expression of strong assimilation of new organizational values, or even from a peculiar point of view to technological professionals, the adoption of new technologies is seen only on the positive side. For them, technological updating is a natural occurrence, indispensable and deferred, and it is up to the worker to strive to adapt to the new times and the new market impositions.

As for the difficulty of people adapting to the constant changes resulting from computerization in organizational processes, individuals show resistance, extending the use of the tool and causing work overload (Faria, 2014). Technologies contribute to the predominant individualization in contemporary work environments and to changes in the way of relating. Experience of suffering due to changes in the organization of work resulting from the computerization of processes trigger strategies, distrust, anxiety, addiction, and psychosomatic diseases in the researched group (Mendes, 2013).

For the group surveyed, the perverse side of technological innovation, which disconsiders the structural issue of work in the country, the cultural limitations of the Brazilian worker and their shock at the new paradigms of production, which invariably standardize attitudes, reaped jobs and excludes greater possibilities for creation, is less important. The way managers and workers will respond to

the automation or computerization alternatives proposed by new technologies will determine whether there will be a new conception of organization, work, and power, depending on the management that will be exercised by their managers.

The hope of recognition influences the strategies used by managers to face adversities at work. Managers seek to resignify their suffering through the recognition of their teams. They also invest in activities in which recognition is possible. In any case, the defenses against suffering at work influence the work context and the experiences of pleasure and suffering of managers.

## V.    DISCUSSION

The factors presented related to organizational culture generate experiences of pleasure and suffering in managers. The management of people by the organization is directly linked to the development of an integrated and coherent set of economic, political, ideological, and psychological mechanisms, which, once associated, can influence people's behavior (Santos, 2016).

It is observed in the reports that the experiences of suffering in the organization of work can come from the culture of the autocratic management style, motivating high turnover, dissatisfaction, lack of commitment to the company, and lack of perception of a high future. According to the reports, participants indicate that, when afraid of losing their positions, many managers are "whipping" workers.

The suffering of workers is exploited to increase the productive system. To achieve this, companies encourage the continuity of the vicious circle that involves nervous tension and productivity. This process takes place so that the tenser, more aggressive, more anxious, and more fearful they are, the more workers become productive (Macêdo, 2018).

Detours (1999a) considers that, at a time when the triumph of robotization, computer science, and automation should bring the emancipation of men about work, the opposite occurs. Maintenance tasks should have decreased, as well as the work disappeared, and everything would be done by the machines, however, in reality, there is an explosion of pathologies of overload.

Psychic suffering caused by fatigue, tension, nervousness, anxiety, depression, among others, enhances production and is used by managers as a people management technique (Mendes, 2013). The worker, by crediting for himself the causes of the suffering experienced, considers himself ineffective, fragile, and

powerless and does not relate them to the real confrontation of dangers and risks of tasks (Dejours, 2015).

Given the difficulty of complying with the request, managers feel incompetent in the organization of their work, more specifically about the computerization of processes. The problem acquires a large proportion for the manager, who needs to use his practical intelligence to adapt the rules to the local and organizational culture.

Attitudes that foster critical thinking in the face of the prescribed work represent an important way of coping with workers' mental health. This potential is the most effective way to deal with suffering or channel energy to maintain mental health and can be practiced in several ways (Vieira, 2014).

The organization's regulatory system is translated into the set of operating structures of its objectives methods, norms, sanction system, which activates unconscious coping strategies of workers. The structures of the organization both hierarchical and functioning represent an essential role in coping with unconscious collective feelings felt by the members of the organization (Macêdo, Silva & Mendonça, 2018).

The analyses showed that the computerization of processes in the institution is influenced by organizational culture. It was concluded that, even in a computerized process, based on a structured and formalized methodology through controlled vocabularies, standardization of standardized procedures, and sources of information, subjective aspects produce differentiated results.

The study showed great relevance in presenting the method of work psychodynamics in the development of the subjective mobilization of workers in the face of institutional pressures and the understanding of culture for the insertion of new technologies in organizations. The insertion of new technologies can influence the experiences of pleasure and suffering of managers, depending on the culture instituted in the organization.

When considering the accumulated information and knowledge, the importance of organizational culture during the process of implementation of computerized systems is highlighted, emphasizing that these systems have good acceptability in the market, but often diverge from cultural aspects, showing resistances that were sometimes relevant.

According to the research participants, the fact that there is a lack of cooperation between the areas of the institution is considered serious, compromising the development of the activities of everyone in the organization, especially with regard to computerized processes.

Despite the lack of cooperation and the use of defensive strategies to face the suffering coming from the work organization, there seems to be no risk of paralysis, because social recognition resignifies suffering and mobilizes managers to engage in the development of solutions to the problems faced in their work context.

The obstacles presented constituted data that pointed to the use of individual coping strategies such as self-centrism and isolation to deal with work overload, productivity collection, computerized systems, insertion of new technologies, and conflicting interpersonal relationships.

It was understood that the collective discussion spaces, carried out as suggested by Dejours (1996), provided the participants of this research with experiences of pleasure, therefore, their implementation in the institution would mobilize the collective strategies of these workers.

There is the possibility of future research to evidence the applicability of work psychodynamics for better cultural adequacy of technologies. Due to scheduling conflict and lack of availability of managers' time, or distance between municipalities, there were a large number of absentees from collective discussion space sessions.

The limitation of this study refers to the difficulty of reconciling the managers' agendas, which made it impossible for a greater number of participants. Even in view of the limitations, this research brought again to the academy, for the researcher and for the professionals who participated in this study, by identifying that many of the obstacles were related to conditions established by the culture of the institution and without understanding and taking it into account there will be resistances and conflicts as revealed.

Further studies are suggested with the implementation of the collective discussion space in order to mobilize collective strategies, characterizing the collective way of action of workers with the objective of transforming the work context for better productivity and mental health of workers. The continuity of research in relation to the applicability of psychodynamics of work continues to expand widely in Brazil and France.

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